

Walk, Roger A.

From: Walk, Roger A.
Sent: Monday, February 18, 2002 5:09 PM
To: Jupe, Richard; Wrenn, Sue; Haywood, Santa; Garguilo, Thomas M.; Carnovale, Mary E.; Desel, Paula; Osborne, Kevin (PMMC Legal)
Cc: Nyffeler, Urs; Solana, Rick P.; Alonso, Hector; Pfeil, Michael E.; Bickett, Joseph E.; Keane, Denise
Subject: 'Framework - best practices' initiative

Dear all,

The Senior Team of PMUSA has started an initiative during last years game plan for 2002 with Operations accountability that

"We will identify and utilize a regulatory or alternative framework to guide our operations." The responsible Senior Team members are Denise Keane and Urs Nyffeler.

Subsequently Kevin Osborne, Paula Desel and I were designated to develop a project outline and identify the scope and deliverables expected by the Senior Team from this initiative. We have identified 2 objectives for the project. You will find the current complete outline attached below.

The project objectives are:

1. Present to the Senior Team **initial recommendations** for Philip Morris USA's best practices guidelines to responsibly develop, evaluate, commercialize, manufacture, market and communicate about potentially reduced exposure/risk/harm cigarettes in the absence of adopted regulation. These recommendations would be made by **March 13, 2002** (Senior Team off-site meeting).
2. Review practices for conventional products for their compliance with the best practices guidelines for potentially reduced exposure/risk/ harm- products and recommend changes of current practices if appropriate by the end of 2002.

Scope of project:

- The scope of this initiative requires developing 'generic' guidelines for potentially reduced exposure/risk/harm products and potentially other products as well. The development and launch of EHCSS and SCoR products are examples that can contribute to the development of such guidelines and will be influenced by the initiative as well.
- The initiative should be able to answer the 3 key questions:
 1. What claims do we want to make to move forward on our mission (Marketing, Business, WSA)
 2. What claims can we make responsibly (Process, data) in the absence of a regulatory framework?
 3. Under what conditions can we make claims (Legal, CA, Washington office)?

Deliverables:

The project team is charged to deliver a proposed set of principles, rules, or procedures in the form of presentation to the Senior Team. They should be general enough to apply to all potentially reduced exposure/risk/harm cigarettes and specific enough to provide practical guidance for our planned product launches for 2002 and 2003. The guidelines should spell out options (with their potential and risks) for strategies, stakeholders and in some cases even tactics. Reference to regulatory and generally accepted principles should be made where appropriate. There is an initial deliverable for March and then a more refined deliverable by year-end that will incorporate guidance from the Sr. Team on their reaction to the initial recommendations. The march presentation is considered as input for discussions with the Senior Team.

Project team:

We suggest establishing a cross-functional project core team. Members should represent **Operations** (Product

Development, Manufacturing, Product Evaluation, scientific communication), **Marketing, Corporate Affairs**, and **Legal**. The core team can call upon other experts and resources inside and outside of PMUSA to provide input and support. Urs and Denise have identified the core team colleagues for their functions and are asking the respective Senior Team members to identify core team members representing their respective functions.

As core team members the following group has been suggested by the senior sponsors (in some cases the requests for their contribution to this work is still in progress through Urs and Denise):

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|---|----------------------------|
| 1. Product Development: | Richard Jupe and Sue Wren |
| 2. Product Evaluation and scientific communication: | Roger Walk |
| 3. Manufacturing: | Sainta Haywood |
| 4. Marketing: | Tom Gargullo |
| 5. Corporate Affairs: | Mary Carnovale |
| 6. Legal: | Paula Desel, Kevin Osborne |

Since there is relatively short time between now and the initial presentation to the Senior Team with preliminary presentations, we propose the following fast track to develop this presentation collaboratively:

- A **kick-off meeting** (approx. 1.5 h) with the core team to define the work elements to be prepared by each core team member until the subsequent preparation meeting
- An **off-site preparation meeting** (1 full day, Sheraton Richmond West) with the objective to collect and discuss the suggestions by each core team member for their area (morning) and then to draft the presentation for March 13 together as a group.

We have already checked your availability for these 2 meetings between now and mid March. Currently we suggest to block out the afternoon of **February 20 and 22** for the kick-off meeting and **March 4 and 6** for the off-site meeting. I will work with all of you to find the best possible time slot for this important work.

Please let me know if you have any questions, ideas, suggestions, comments that can help us to succeed in this very short period of time. The attached outline, and in particular the table at the end of it might help to clarify what is expected from us.



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We will contact each one of you during the next hours to see whether you can contribute to this projects and how we can get everybody together for these 2 meetings.

Best regards,
Roger Walk
Director Worldwide Scientific Affairs